

# **Defense Travel System**

## **Business Processes Analysis**

### **Guide**



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## Document Approval Page

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# 1 INTRODUCTION

This guide was developed to assist Department of Defense (DoD) Services and Agencies in preparation, planning, and delivery of business processes analysis support during the implementation of the Defense Travel System (DTS) . This document provides assistance in Business Process (BP) preparation for capturing and analyzing the existing transportation and financial “as-is” travel processes and for developing the new “to-be” processes to support travelers under DTS. This document supports the DTS Concept of Operations (CONOPS).

## 1.1 Terms and Abbreviations

The following terms and abbreviations are used in this document.

<b>ATM</b>	Automatic Teller Machine
<b>BP</b>	Business Processes
<b>CBA</b>	Centrally Billed Account
<b>CONOP</b>	Concept of Operations
<b>CTO</b>	Commercial Travel Office
<b>DFAS</b>	Defense Finance Accounting Service
<b>DoD</b>	Department of Defense
<b>DTA</b>	Defense Travel Administration
<b>DTS</b>	Defense Travel System
<b>GDS</b>	Global Distribution System
<b>GPRA</b>	Government Performance and Results Act
<b>GTR</b>	Government Travel Request
<b>IBA</b>	Individual Billed Account
<b>IPT</b>	Integrated Process Team
<b>JFTR</b>	Joint Federal Travel Regulations
<b>LCPM</b>	Life Cycle Performance Measurement
<b>LDTA</b>	Lead Defense Travel Administrator
<b>PMO-DTS</b>	Program Management Office-Defense Travel System
<b>PMO-LAN</b>	Program Management Office Local Area Network
<b>POC</b>	Point of Contact
<b>SSQ</b>	Site Survey Questionnaire
<b>TDY</b>	Temporary Duty
<b>PNR</b>	Passenger Name Record

## 1.2 References

- DTS Concept of Operations
- DTS Deployment Plan
- DoD Business Rules

## 2 BACKGROUND

The Services and Agencies are responsible for providing business processes support to the DTS fielding site locations. BP teams should consist of a DTS BP lead, a BP facilitator with passenger transportation experience and functional participants with DoD Financial Policy background. A workflow analyst/modeler is recommended to support workflow capture during the BP session. Organized BP teams are used to conduct business process analysis in support of the DTS fielding effort. Examples gathered during DTS pilot efforts such as workflow models of the travel process or Services and Agencies business rules documentation is available to assist in preparing to conduct business process analysis. These documents should be used as reference only. For further assistance in planning a business process analysis session contact the Program Management Office-Defense Travel System (PMO-DTS) at (703) 607-1498.

### 2.1 Benefits to Services and Agencies

The following represents the various benefits derived by conducting organized Business Processes Analysis to support your Services or Agencies DTS implementation:

- Identifies where economies in the current overall travel/payment process can be achieved.
- Facilitates definition of roles/responsibilities.
- Identifies non-value added steps in the current travel process.
- Provides an organized team approach for implementing change management that assist the site in the transition from their current day travel processes to future travel processes once DTS is deployed.
- Captures the time key individuals, i.e., finance, transportation, administrators, will have under DTS functionality to focus on mission related requirements.
- Provides the Services and Agencies with a review of DoD level business rules associated with DoD travel. Assist the Services and Agencies in development cycle of building their own business rules for Services and Agencies and their local Commercial Travel Office (CTO).

- The results will help identify redundancy of personnel and manpower efforts. Several Services and Agencies have people in their own organizations that perform the same task in processing travel. DTS automates, standardizes, and centralizes these travel processing functions.
- Use of Business Process Analysis ensures common consensus, process validation, and organizational buy-in. The baseline will be established for building a new “To-Be” DTS travel model.

### **3 APPROACH**

The recommended approach to use in DTS business process analysis efforts utilizes both consensus gathering and specific functional business process analysis derived from DoD Service and Agency travel process expertise. This approach requires involvement of functional travel process representation from the Services and Agencies. The DTS approach described in this Business Processes Analysis Guide adheres to the DTS CONOPS. Sections 4 PRE-SITE PREPARATION, 5 ON-SITE PREPARATION, and 6 POST TRIP PROCESS provide Services and Agencies with detailed descriptions of the components needed to plan and successfully execute business process analysis in support of the DTS Implementation.

#### **3.1 Roles and Responsibilities**

Each DTS Business Process Analysis team will need to be comprised of individuals with various skill sets. Some BP team members may take on more than one role. The following role descriptions are only a guideline of the type of personnel expertise recommended. It is the responsibility of the DTS BP lead to determine the appropriate personnel required to conduct a DTS Business Process Analysis workshop. For further assistance determining personnel requirements please contact the PMO-DTS at (703) 607-1498.

##### **3.1.1 DTS Business Process Lead (Services/Agencies)**

The DTS Business Process Lead will be responsible for making the BP session a success. This individual may also serve as a facilitator or functional travel expert. The DTS Business Process Lead will ensure the site is prepared for the DTS BP session and that the appropriate functional travel personnel are involved. Typically, the DTS Business Process Lead is the Services or Agencies main point of contact.

##### **3.1.2 Business Process Analyst (Facilitator)**

The Business Process Analyst or Facilitator is a key role in conducting a successful DTS Business Process Analysis session. The Facilitator will be responsible for ensuring the DTS BP Agenda is met. In DTS BP group discussions, the Facilitator will have the role of mediator. The Facilitator needs to be well versed in the interpretation of DoD travel and finance

policy/guidelines, as well as have an expert understanding of the requirements for implementing a DTS deployment. The DTS Business Process Lead may serve a dual role as the facilitator. It should be noted that the primary mission of the facilitator is to remain bi-partician during the BP group discussions. This ensures that all of the participant's have equal inputs during the BP session. This is a demanding role and it may require a dedicated individual. The Workflow Modeler/Analyst will rely on the direction of the Facilitator to validate the construction process of the DTS "as-is" and "to-be" process flows.

### 3.1.3 Workflow Modeler/Analyst

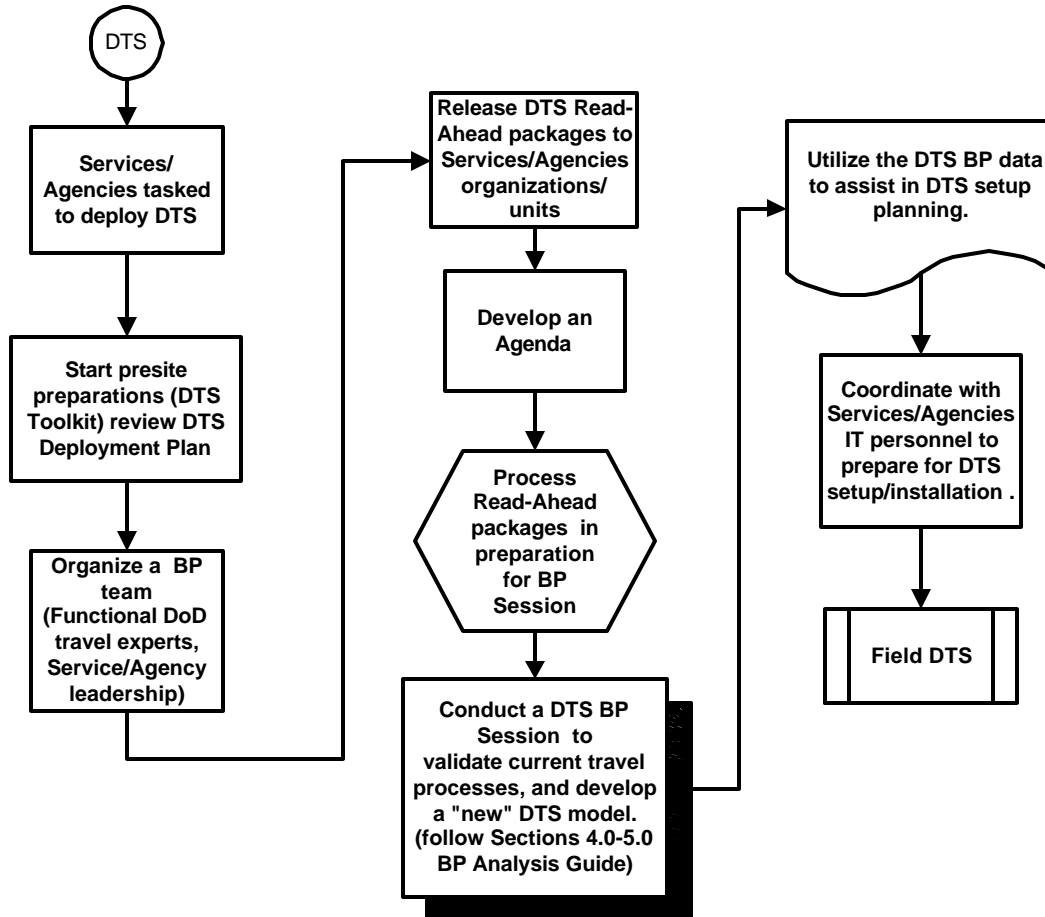
The Workflow Modeler should have expertise in developing business process models. This may or may not involve expertise with modeling or other graphic software. The Workflow Modeler needs to have at least a general understanding of the DoD travel process. The Workflow Modeler will take their direction from the Facilitator. If the Workflow Modeler has experience with DoD travel processes they may also serve as a co-facilitator.

### 3.1.4 Participants (DoD Travel Process Functional Experts)

The participants are majority of the BP team, selected from areas such as travel/transportation office, budget, supervisors, resource management, accounting, and finance, etc. In general, these are individuals who are responsible for processing travel or travel related activities on a day-to-day basis. The local labor relation representatives are also encouraged to attend. It's the local labor relation representatives job to be aware of any job description changes, impacts on the workplace or responsibility changes that may occur due to the implementation of DTS.

### 3.2 Overview Process

Each DTS Business Processes Analysis workshop conducted by the Services and Agencies may require some modifications to the approach referenced in this DTS Business Processes Analysis Guide. This guide is designed to provide a comprehensive description of the events and activities recommended for conducting a Business Processes Analysis workshop in support of your DTS Implementation. Due to unique circumstances or resource requirements for each Services or Agencies DTS Implementation schedule, it may be necessary to alter this approach to meet specific Services and Agencies DTS Deployment needs. The following flowchart Figure 1 is a highlevel approach contained in this guide. It is not intended to serve as programmed instruction. For further inquiries regarding DTS Business Processes Analysis Planning, contact PMO-DTS at (703) 607-1498.



**Figure 1. Overview Process**

## **4 PRE-SITE PREPARATION**

Planning for a successful BP session starts prior to the actual trip. Business process analysis planning requires early pre-site communications with the appropriate Services and Agencies travel and transportation personnel. This section describes the components and steps necessary for conducting pre-site BP session preparations.

### **4.1 Release of Read Ahead Package**

Service and Agency BP leads need to review the DTS Site Fielding Guide and the DTS Deployment Plan. The Site Fielding guide contains the site read ahead package. The purpose of the site read ahead package is to provide the site with information about the life cycle of the DTS fielding process and identify roles and responsibilities of the Services and Agencies stakeholders responsible for deploying the DTS software. Included in the Site Fielding Guide are two documents: the Business Rules Matrix attachment A and the Sample Travel Process attachment B. These 2 documents are sent to the perspective DTS site location prior to implementation.

The Business Rules Matrix is used to help identify items the site will need to address in developing their local business rules, which is one of the product objectives of the business process analysis session. The Business Rules Matrix identifies processes that the site may or may not participate in, such as Patriot Express flights, funeral detail, invitational travel orders, etc. More importantly, it helps the site to understand their processes ahead of time so that they are ready to participate in the discussions from an informed viewpoint during the business process analysis session.

The Sample Travel Process narratives are designed to guide the site through the necessary steps in providing the BP analysis team with an accurate description of the current day travel process. The site will need to provide, at a minimum, narratives for travel order authorization and travel voucher processes. The site may need to provide separate travel process narratives descriptions for each organization if they have unique processes. The site should, however, identify organizations that have similar travel processes and group them together accordingly. The BP analysis team will use this information as a baseline to prepare the “as-is” process mapping for the site. It is crucial to the success of the BP site visit that the DTS BP Lead coordinates the completion of these materials. The BP facilitator and workflow analyst will then use group consensus to validate this process mapping during the BP session with the participants.

#### **4.1.1 BP Session Agenda**

The BP session agenda is the tool used during BP sessions for scheduling and setting the scope of the BP visit. Both the BP lead and the BP session participants will benefit by using an agenda. The information required in construction of an agenda may vary for each site.



### **Why do we need an agenda?**

The use of an agenda allows the BP facilitator to properly gauge the time requirements of BP functional participants involved in the BP session. Additionally, it affords the site being visited with appropriate advanced notice to align their resources for optimal functional coverage. The BP Lead will be the approval contact for finalizing the agenda. The agenda should be reviewed and approved prior to the BP session.

In the cases of complex organizational structure it may be necessary for the DTS BP lead to align resources in a prioritized fashion. This involves sites with more organizations than time will permit to complete during the BP session. Some of the organizations at a site may be scheduled for DTS implementation earlier than others. In order to provide coverage this may require additional resources or schedule a follow-up BP session. Figure 2 is an example layout of a BP session agenda.

(sample)  
**DTS Business Processes Analysis**  
**Site visit**  
**AGENDA**

***“Identifying Business Processes”***

Transportation, (insert name)  
 Business Processes (BP) Modeler, (insert name)  
 Finance/Labor Relations (insert name)  
 Site Lead, (insert name)  
 Commercial Travel Office (CTO) Services (insert name)  
 Service/Agency Lead (insert name)

**Day 1**

0700-0730	Intro & Purpose
730-830	Service/Agency Overview
830-1100	“as-is” Development Travel Authorization Process Organization #1
1100-1200	Lunch
1200-1400	“as-is” Development Travel Voucher Process Organization #2
1400-1600	Wrap-up final Validation Review “as-is” Organization #1 and #2

**Day 2**

0700-0900	“to-be” Development (Authorization/Voucher) Organization #1
900-1100	“to-be” Development (Authorization/Voucher) Organization #2
1100-1200	Lunch
1200-1400	Wrap-up final Validation Review/Questions “to-be” Organization #1 and Organization #2
1400-1430	Intro Discussion (DTS Business Rules)
1430-1600	Develop (DTS Business Rules)

**Day 3**

0700-1100	(Complete) Develop (DTS Business Rules)
1100-1200	Lunch
1200-1400	Discuss next steps DTS Implementation
1400-1500	Overview & Closing Remarks

**Figure 2. Sample Business Processes Analysis Agenda**



### 4.1.2 Facilities/OA support

Each of the Services and Agencies is responsible for providing the DTS BP lead with an area or facility that can be used to conduct the BP session. The BP Lead will make these arrangements in advance.

### 4.1.3 Layout of the room

Prior to the DTS BP session the BP lead determines if the facilities being provided are adequate to accommodate a large group meeting. The facilities should accommodate a group of 20-25 people. Functional experts are often scheduled to attend sessions in mixed intervals due to the demands of their primary jobs. The DTS BP session should be conducted with minimal disruption to existing organizations.

The Services and Agencies DTS BP lead will need to provide a standard PC/laptop and configurable projector, an AC power source, an open area to project from, and sufficient software to capture business processes.

**Helpful Hint:** It is recommended each BP team conduct a dry-run with the equipment prior to the actual meeting. This provides an opportunity to practice your delivery and verify all equipment or software used to support the BP session is operational prior to the arrival of the BP participants.

## 4.2 Facilitation

The following section contains frequently asked questions related to conducting group facilitation and managing group facilitated consensus gathering.



### Who should attend?

The target audience for DTS is DoD civilian and military service members who travel or are involved with administration or support activities related to travel processing. Prior to conducting your BP session, ask the question, “What are the goals and the final product objectives of this meeting?” DTS BP analysis efforts are geared towards validation of travel processes currently in place and preparation for the implementation of DTS. BP participants need to be travel process functional experts selected from areas such as travel/transportation office, budget, supervisors, resource management, accounting, and finance, etc. The individuals participating in the BP session must be the ones who best understand the process and may be in a position to facilitate change. It may be necessary for the BP lead to employ functional expertise outside their immediate area. Local labor relation representatives are encouraged to attend. The labor representatives must be aware of any job description changes, impacts on the workplace or responsibility changes that may occur due to the implementation of DTS. If labor relations representatives are not initially included, significant labor relation issues may arise unexpectedly later on in the fielding process. While there have been no known issues at the national level, local agreements take precedence.



### **Why is consensus important?**

In general, consensus implies group agreement. This does not necessarily mean that every member in the group is in agreement 100% of the time. All participants involved in the BP sessions are equally encouraged to provide inputs. In a typical BP session the majority will determine consensus, even though this may not be an acceptable measurement for all organizations. Prior to conducting the BP sessions, the Services and Agencies participants, in cooperation with the DTS BP lead, develops the appropriate agenda for achieving group consensus. The goal of each BP session is to capture and validate the current “*as-is*” travel processes and develop a DTS “*to-be*” model based on the participation of the Services/Agencies organization and the adherence to the DTS CONOPS



### **Do I understand the process?**

BP leads must review any background or subject matter information available prior to the BP session. It provides your target audience with confidence up-front that the facilitator is informed regarding the practices, mission, or procedures by which the participants live each day. This builds a functional basis for an understanding of the way day-to-day travel processing and administration is generally conducted within an organization

This can best be achieved by initiating early pre-session preparation, maintaining an on-going dialog with the Services and Agencies DTS BP participants, and encouraging pro-active involvement. The BP lead representative will administer the release of BP session read-ahead packages and oversee gathering of feedback from the DTS sites. The BP lead needs to monitor the return status of the Business Rules Matrix and the Sample Travel Process narratives to take full advantage of the data an organization can provide prior to the BP session.

#### **4.2.1 Validation**

Validation of the existing travel processes is performed in order to provide the proper guidance in developing the new DTS model of travel. In many cases the organizations within a Service or Agency location are not operating from a standardized process. Across the DoD Services and Agencies there are obvious as well as subtle differences in how travel is processed. By reviewing the current “*as-is*” processes, the future DTS user community can ensure that all aspects of their legacy model of conducting travel have been reviewed from a functional perspective. This process is essential to creating a comprehensive model for the future “*to-be*” DTS travel process.

#### **4.2.2 Ownership**

The Services and Agencies are encouraged to involve as many functional experts as necessary to conduct the DTS BP sessions. The Services and Agencies have the ownership of re-engineering their current business processes in order to implement the DTS model.

**How much time is needed?**

The time required by the BP team to conduct BP analysis needs to be coordinated with inputs from the Services and Agencies, DTS BP lead, and the participants prior to the BP session. Due to the nature and mission of some DoD Services and Agencies organizations, the scope of the BP session may include a multitude of departments, units, sub-organizations, tenant organizations, etc. Keep in mind the DTS Implementation Schedule involves other milestone dependencies. Early preparations prior to the BP session will minimize time required.

**Can buy-in be established?**

Decision makers must be present during the BP session. These are participants who have the power to make decisions. Not all BP sessions will result in 100% buy-in. The complexity of executing policies and procedural change that are necessary to reach an acceptable level of consensus can be minimized by ensuring decision makers are on-board. If a topic or discussion is taking more time than appropriate in a BP session, table the subject, record it, and assign the subject to appropriate personnel for follow-through efforts. Issues may be resolved in a side bar or breakout meeting during the BP session. It's the BP facilitator's responsibility to capture all issues, and always get back to the participant with a resolution or plan for next steps within a reasonable time frame.

**What do we do with the data gathered?**

The information captured during each BP session is incorporated into a Summary Trip Report described in section 6 Post Trip Process. The Summary Trip Report is comprised of all notes, business rules, local business rule guidelines, forms, and travel workflow diagrams produced during the BP session. Any additional information identified during the BP session considered valuable to DTS implementation is included in the Summary Trip Report. All of this data will aid in the on-going setup, implementation, or training efforts for a DTS fielding site and will be captured hardcopy and/or electronically to add to the sites successful DTS deployment. Each BP lead representative will keep and maintain copies of the data gathered as a result of the BP session.

#### 4.2.3 Workflow Preparation

The diagrams in this section are intended to demonstrate to the Services and Agencies the general process of developing a workflow from a process narrative. If you take the same process description and give it to 10 different people, you may get 10 different workflow models. There are several ways workflow can be illustrated. Included in this section is a sample travel process, "as-is" workflow diagram developed from the corresponding travel process narrative Figure 4 using a standard process diagram symbol set Figure 3. First review the following commonly asked questions about developing workflow models.



### **How do I build a workflow model?**

In general, take an approach which causes minimal intrusion or manual input from participants during BP discussion and process validation exercises. Many tools to build workflow models are available and DTS does not recommend any specific tool. The use of a software tool to assist in capturing “as-is” and “to-be” workflow will only be beneficial if the BP lead and the BP workflow analyst/modeler has a level of comfort with the software tool selected. Selection of a software tool to capture workflow is the discretion of the DTS BP lead.

Some of the earlier DTS implementation efforts followed a manual process utilizing poster paper, markers, and cut-out shapes to capture and validate the travel process. This will work if the BP facilitator and BP workflow analyst/modeler have sufficient time and they are not required to readily duplicate models or portions of models during model construction. Hand-written text can be hard to interpret and difficult to see in a large room by all participants.



### **What level of workflow model do I need?**

There are several ways to map out business processes in support of DTS implementation efforts. For example, the process step *Manually fills out DD 1610 form*. A literal in-depth observation will identify the following steps. An individual selects pen, takes off top of pen, aligns paper on table, moves right arm towards surface of paper, fills in block one, two, and three. These separate processes do in fact occur, but the real challenge here is to keep from going into unnecessary detail. For the purposes of implementing DTS, process workflow models do not need to be as detailed in composition as a logical or physical data flow, which are usually used to provide systems programmers or systems designers with automated step-by-step procedures for developing code. Keep the process descriptions at a relatively high level, *Traveler or travel clerk, manually prepare DD Form 1610*, but beware of missing sub-processes like *Obtains cost information from CTO, hotel, etc.* The BP facilitator needs to be experienced with the functionality and capabilities of DTS and focus on the sites current travel processing activities with regard to developing a new DTS “to-be” model.

Optimize your time with your participants. Being forced to gather the information at a later date via phone, teleconference, etc., can be much more time consuming. Remember the BP session is only a piece of an overall DoD Services and Agencies DTS implementation plan; one milestone impacts the successful completion of other dependant milestones.

Standard process symbols are used to capture individual process steps. In most workflow software packages, notes can be included in the process box by placing the mouse pointer over the symbol and double clicking. The text in the symbol can be attributed or edited the same as any other text entries.

Process symbols are used for each process/ sub-process or activity step. To reflect true workflow the processes are illustrated in sequence in relation to the actual process steps.

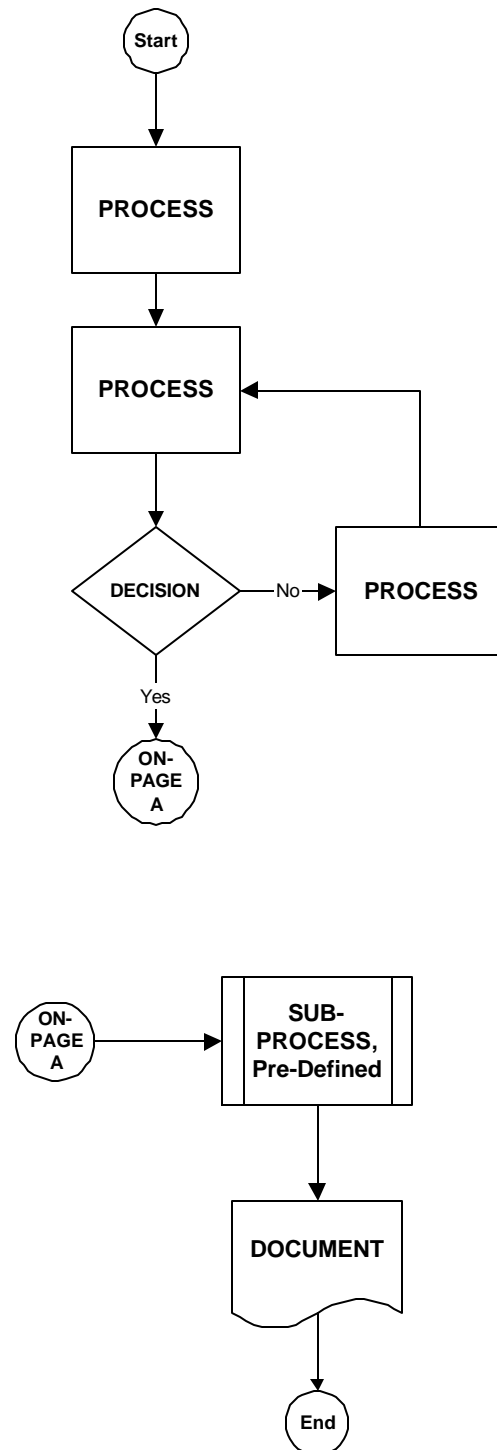
Directional arrows / connectors are used to illustrate the direction and connectivity between process steps.

A decision symbol is used to illustrate multiple workflow directions (i.e , Yes/No); the decision symbol can also be used to route multiple directions of output.

On-page references are used to provide a means for connecting the workflow from one point to another point within the flow. An example would be from one page to another. On-page reference symbols can be used to illustrate process steps that are not sequentially ordered. In this case a simple note (i.e., A, B, A1, B1....) would be used to show where in the process flow this step exits and re-enters the workflow. These are sometimes referenced as "tunneled processes".

A sub-process symbol is used to illustrate a process that may occur outside of the main subject matter of the workflow, or used to reference a standalone process/ subprocess.

The document symbol is used to indicate within the workflow that a document is referenced or generated.



**Figure 3. Standard Process Symbol Sets and Definitions**

#### 4.2.3.1 Sample Travel Process Document

Figure 4 below shows a typical travel order or authorization process before DTS implementation. This describes the process steps from the perspective of the traveler, reviewer, approving official, authorizing official, and budget officer.

**STEP A - Traveler:**

- Receives instruction for travel from manager
- Contacts Commercial Travel Office (CTO)
- Prepare DD1610 (travel order) with destination, mode of transportation, estimated travel cost, and dates (Blocks 1-16)
- Signs Block 17, Requesting Official
- Comments for Remarks filled in
- Fax to Reviewer

**STEP B - Reviewer:**

- Verifies entitlements
- Verifies fund availability and note total estimated travel expense
- Forwards to Approving Official

**STEP C - Approving Official:**

- Reviews document
- Signs Block 18
- Orders are then faxed or delivered to the Budget Office

**STEP D - Authorizing Official:**

- XO signs Block 20

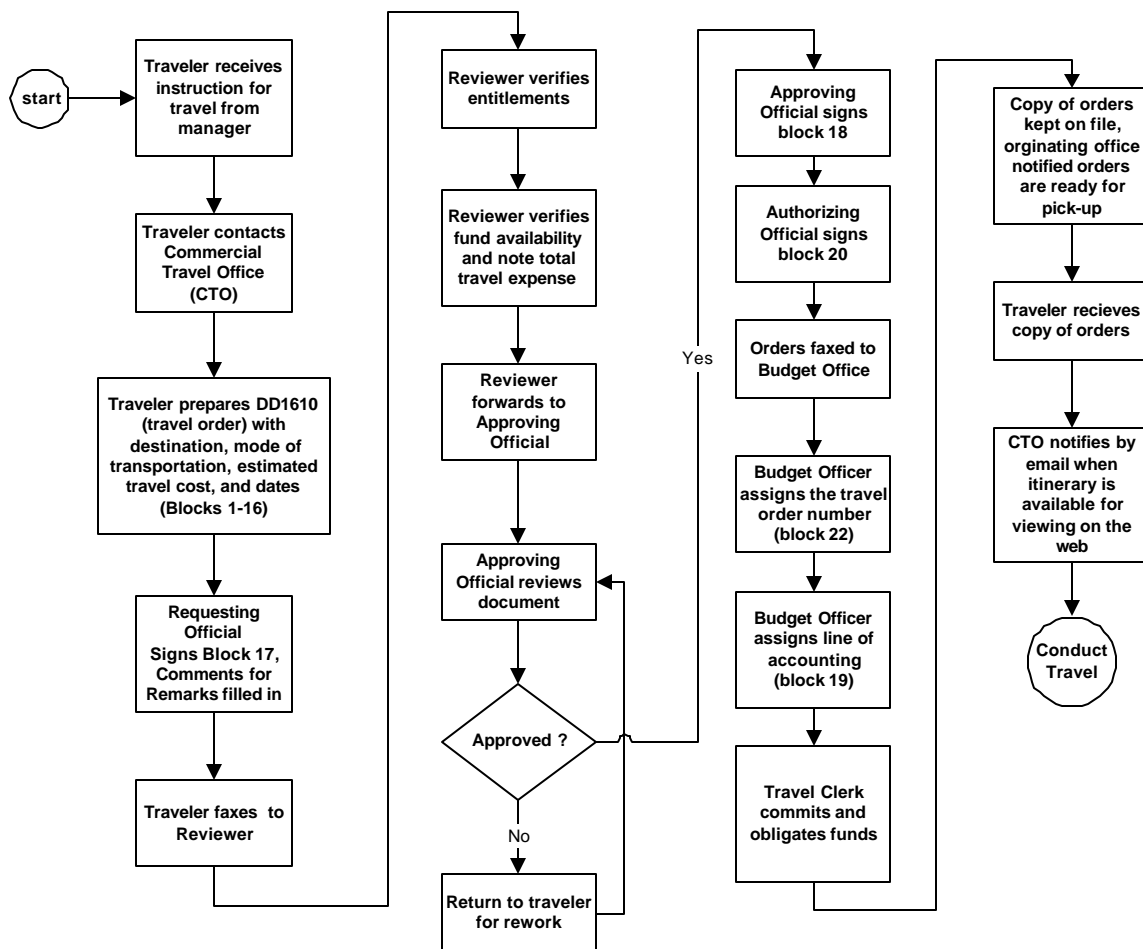
**STEP E - Budget Officer:**

- Assigns the travel order number (Block 22)
- Assigns the line of accounting (Block 19)
- Travel Clerk commits and obligates funds.
- Copy of orders is kept on file and originating office is notified that orders are ready to be picked up

**STEP F - Traveler:**

- Traveler receives copy of orders
- If air travel is involved, copy of orders is faxed to CTO and travel card is charged at that time. If traveler does not have a government charge card, the travel is charged to centrally billed account (CBA)
- CTO notifies by email when itinerary is available for viewing on the web

**Figure 4. Sample Travel Process**



**Figure 5. Travel Order Work Flow**

During the DTS BP session a workflow such as Figure 5, a travel order sample, will be shown for process flow review and validation with the BP participants. Updates or modifications will be made during the BP session. Once this “as-is” process flow has been validated and accepted, the BP participants will use this as a reference for building the new DTS “to-be” model.

## 5 ON-SITE PROCESS

It is essential for the Services and Agencies that the DTS BP lead manage and coordinate all fielding preparation activities. DTS BP sessions provide the best value if conducted after Services and Agencies have received DTS background briefings and DTA training. The DTS BP lead needs to verify if these DTS implementation milestones have been completed by the site prior to conducting the DTS BP session. For more information regarding training or implementation assistance contact PMO-DTS (703) 607-1498.

## 5.1 Commercial Travel Office Contracts

A short overview of the Commercial Travel Office (CTO) services to participants is recommended at the time of the BP session. The information disclosed will identify whether the servicing CTO can interface with DTS. Depending on the current contractual situation, the servicing CTO may or may not be under the auspices of the DTS DoD travel services contract. If they are, then connectivity is required. If not, connectivity is the CTO's choice. For more details refer to the DTS CTO Tool Kit.

## 5.2 Life Cycle Performance Measurement (LCPM)

This section will provide a background understanding of the Life Cycle Performance Measurement and how it relates to DTS. LCPM is offered as an optional service.

- (also see) *DTS Optional Services Catalog*

The DoD initiated a study in 1994 to reengineer the administration of its temporary duty (TDY) travel. The task force formed to conduct the initial analysis found;

- existing business rules did not focus on mission performance
- travel practices were outmoded
- the travel system was not integrated – that is, it is not a system at all

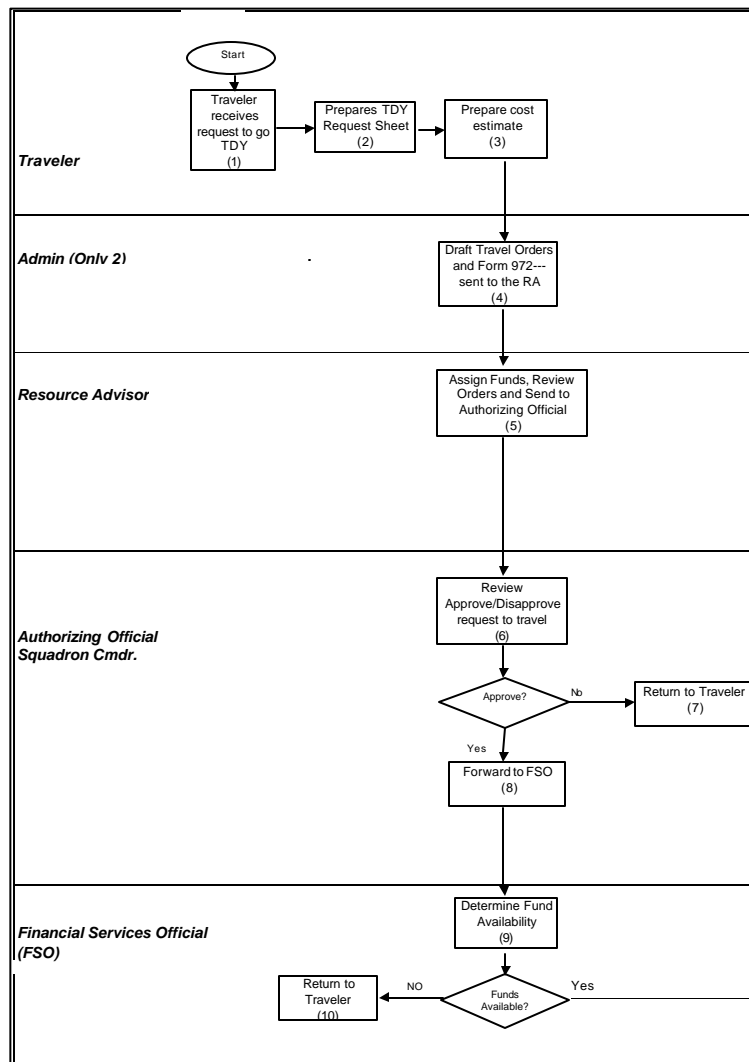
As a result of this study, the Program Management Office–Defense Travel System (PMO-DTS) was created to oversee the effort to obtain integrated business travel TDY services from the commercial sectors for all active components.

As stated in the Government Performance and Results Act (GPRA) of 1993 and the Information Technology Management Reform Act of 1996, also known as the Clinger-Cohen Act, a continual performance measurement of a new system during the implementation phase of its life-cycle constitutes sound resource management and provides senior management with performance results. To ensure compliance with GPRA and the Clinger-Cohen Act, the PMO-DTS conducted a LCPM surveys to measure DTS performance in terms of benefits and cost stratified against specific performance matrices.



### 5.3 LCPM Analysis

A LCPM diagram representing the cross-functional relationships with respect to current day travel processing are shown in Figure 6 below. The LCPM is an activity that was included as part of the DTS BP pilot site efforts. Copies of DTS travel process narratives were received by LCPM team members prior to the BP sessions and used for initial LCPM analysis. The LCPM team used this information to conduct a “cross-functional” analysis during the BP session. LCPM follow-up activities include feedback received by the Services and Agencies in the format of LCPM survey questionnaires seen in Figure 7.



**Figure 6. Cross Functional Analysis**

### 5.3.1 LCPM Questionnaires

The LCPM involves distribution of survey questionnaires with the appropriate personnel at each site following the BP session. These responses will be based on the “as-is” process. In addition, following DTS implementation, LCPM team members return to implemented DTS locations 6-9 months following the DTS deployment to gather followup survey responses based on the “to-be” DTS model. The data gathered will be placed into the format referenced below in Figure 7 Sample Traveler Response. Responses will be taken from supervisory, approval, budget, and review processes from all participants involved in the travel and travel administration process. This data allows the LCPM team members to apply specific costing measurements against specific travel process activities associated with each functional travel process participant across the entire DoD Services and Agencies travel processing cycle. The LCPM is not currently a standard component in phase II and phase III DTS implementation planning. LCPM services are available upon request, please contact PMO-DTS at (703) 607-1498.

<b>Functional</b>	<b>Grade/Rank</b>	<b>How much time, per travel request is spent making arrangements/reservations?</b>	<b>On an average how much time spent preparing travel worksheet</b>	<b>How long does it take to pick up travel itinerary and receive form 1610 from Travel Clerk</b>
Traveler	O-1	1-15 minutes	31-60 minutes	16-30 minutes
Traveler	O-2	16-30 minutes	1-2 hrs.	31-60 minutes
Traveler	O-3	1-15 minutes	31-60 minutes	16-30 minutes
Traveler	O-4	31-60 minutes	31-60 minutes	31-60 minutes
Traveler	O-5	1-2 hrs.	16-30 minutes	1-2 hrs.
Traveler	GS-07	16-30 minutes	16-30 minutes	16-30 minutes
Traveler	GS-08	1-15 minutes	31-60 minutes	31-60 minutes
Traveler	GS-09	31-60 minutes	16-30 minutes	16-30 minutes
Traveler	GS-10	1-15 minutes	31-60 minutes	16-30 minutes
Traveler	GS-11	31-60 minutes	16-30 minutes	31-60 minutes
Traveler	GS-12	16-30 minutes	31-60 minutes	16-30 minutes
Traveler	GS-13	1-15 minutes	16-30 minutes	1-2 hrs.
Traveler	GS-14	16-30 minutes	16-30 minutes	31-60 minutes

<b>Functional</b>	<b>Grade/Rank</b>	<b>How much time, per travel request is spent making arrangements/reservations?</b>	<b>On an average how much time spent preparing travel worksheet</b>	<b>How long does it take to pick up travel itinerary and receive form 1610 from Travel Clerk</b>
Traveler	GS-15	1-15 minutes	1-15 minutes	31-60 minutes
Traveler	E-5	31-60 minutes	1-15 minutes	1-15 minutes
Traveler	E-6	1-15 minutes	31-60 minutes	1-2 hrs.
Traveler	E-7	31-60 minutes	1-15 minutes	31-60 minutes
Traveler	E-8	31-60 minutes.	31-60 minutes	31-60 minutes.
Traveler	E-9	31-60 minutes	31-60 minutes.	31-60 minutes

**Figure 7. Sample Survey Responses**

### 5.3.2 Outlined LCPM Process

- A. Prepare “*Read Ahead*” letter.
- B. Capture “as-is” process
  - Participate in BP session
  - Identify process owners (i.e., traveler, approving official, requesting official, etc.)
  - Capture process owners functions
- C. Develop LCPM survey
  - Validate LCPM “*cross-functional*” process flow
  - Make recommended corrections
- D. Manage LCPM survey database online
- E. Oversee daily activities within the LCPM survey database
- F. Collect and analyze data
  - Export data to an Excel spreadsheet
  - Analyze data
- G. Conduct post-DTS “*Implementation*” study
  - Participate in BP session
  - Identify new process owners
- H. Develop post-DTS LCPM survey
  - Validate LCPM “linear” process flow
- I. Manage database online
- J. Collect and analyze data

## 6 POST TRIP PROCESS

This section addresses the post BP session activities which are performed by DTS BP leads following the completion of conducting the DTS BP session.

### 6.1 Summary Trip Reports

Figure 8 is a sample form representing the format for completing the BP summary trip report. Any BP session attendee or Services and Agencies representatives reading this report should be able to gain a detailed understanding of the activities and results encountered during the DTS BP session. Each summary trip report will be prepared immediately after the BP session. Inputs into the summary trip report will be derived from all inputs provided by BP session attendees and submitted for review to the DTS BP lead.

BPB
Date
MEMORUMDUM FOR RECORD
SUBJECT: Trip Report – (location)
<b><u>Itinerary:</u></b>
<b><u>BP participants:</u></b>
<b><u>DTS BP Lead, Facilitator, Modeler/Analyst:</u></b>
<b><u>Purpose:</u></b> (describe purpose of site visit)
<b><u>Actions:</u></b>
<b><u>Issues/Concerns:</u></b> (Include any issues or concerns associated with the BP session)
<b><u>Lessons Learned:</u></b>
<b><u>Follow-up items:</u></b>

**Figure 8. Trip Report**

The summary trip report is comprised of two sections. The first section will include summary level information. Topics will include the dates of the DTS BP session, a list of team members and their roles, actions that were taken during the analysis session, issues and concerns, lessons learned during the DTS BP session, and any outstanding actions captured during the DTS BP session.

The second portion of the summary trip report will include a detailed analysis of the DTS site's key travel processes. This detailed information will help the Services and Agencies to identify potential problems at the DTS site as well as areas where DTS might provide additional benefits.

The following questions will be answered in the detailed portion of the report.

1. What official financial systems are used at the site?
  - a. Accounting
  - b. Disbursing
  - c. Vendor Pay
  - d. Working Capital Funds
  - e. NAF
  - f. other
2. What is the servicing field location for each system?
3. Are there any other systems, involved in data transactions prior to or after entry into the official systems?
4. How are the financial transactions processed into each system? Electronically? On disk?
5. Are there any local tracking systems that utilize data from the official systems?
6. What is the current travel order process? How is the order prepared? Approved? Obligated?
7. What is the volume of orders processed for normal TDY, monthly? annually?
8. How many orders are prepared for long-term TDY (greater 45 days)?
9. Are partial payments processed? Volume?
10. Are the non-ATM cash advances currently processed by the Service or Agency site? Volume? Process?
11. Are invitational orders utilized? How are they prepared? How are they obligated and disbursed? Volume?
12. How are transportation cost paid? IBA? CBA? Government Transportation Request (GTR)?
  - a. If CBA, how many accounts are used? How are they identified for use? What is the current process for reconciliation?
  - b. What is the average number of detail lines on each monthly invoice?
  - c. What documentation is forwarded to the paying location? Paper or other?
  - d. Does the site receive any formal notices of payment when the invoice is paid?

- e. If no ticket number is provided on the invoice, how is reconciliation performed?
  - f. What is the normal billing cycle for each CBA invoice?
  - g. If GTR, What is the volume of request? How is it prepared? What's the distribution? How is it paid? How long does it take?
13. What is the normal funding flow for travel? If not controlled at the site, what is the process?
14. Does the site have NAF travel? What systems are utilized? What process? Volume? Employees reimbursed according to the JTR/JFTR? Payment method for transportation?
15. What is the current process for Patriot Express flights?
16. How is the military pay entitlements for travel processed? Local? DFAS?
17. Who is tracking PERSTEMPO codes? How?

#### 6.1.1 Business Rules document

The Business Process Matrix seen at attachment A should exist in draft form upon completion of the BP session. The final document will involve post BP session work from the BP participants who were involved in the DTS BP sessions. Once finalized a copy is maintained by the DTS BP lead and supporting CTO representatives. As future changes occur within the DTS's development lifecycle, the DTS BP lead for each DTS installation will continue to maintain the business rules document throughout the life cycle of DTS.

#### 6.1.2 Local Rules

The local business rules, which involve both formal and informal activities and practices that occur between the DTS site and the CTO, will be included in the Services and Agencies business rules documentation. These rules will not be in conflict with the DTS CONOPS.

#### 6.1.3 Workflow Diagrams

The workflow captured, for both the "as-is" and "to-be" processes, is included in the final BP summary trip reports as attachments.

- **"as-is"**

The validated "as-is" work flow diagrams will be made available upon completion of BP session. Minor changes may occur post BP session. These post BP session change request will be coordinated through the Services and Agencies BP lead.

- **"to-be"**

Follow-on review and refinements to the DTS "to-be" model may occur, these should be routed through the respective Services and Agencies DTS BP leads for approval and be included as updates to the post DTS BP summary trip reports.

## 6.2 Process Reduction

The Services and Agencies efforts of reengineering under DTS result in quantifiable reductions in travel processing steps. Early indicators based on the DTS sites already implemented support an average of over 50% reduction in process steps from the existing “as-is” to the future “to-be” DTS CONOPS. In some cases travel process step reductions were higher than 80%. These are positive early indicators based on data gathered during BP sessions to-date. Each of the Services and Agencies BP session results have varied based on the existing organizations and the level of implementing and optimizing functionality with in DTS under the DTS CONOPS.

### 6.2.1 Calculating Process Reductions

The measurement method for deriving process step savings is performed by analyzing the total number of steps contained in the “as-is” travel process (travel order preparation) + (voucher preparation), subtracting the number of steps derived in the “to-be” travel process (travel order preparation) + (voucher preparation) and dividing the difference by the original number of “as-is” process/sub-process steps, resulting in the percentage of process steps reduction.

Figure 9 is a generic example illustrating the reductions of process steps based on this method. These process step savings are not as detailed as the DTS LCPM analysis findings. The DTS LCPM is designed to capture the data used to formulate actual cost, manpower savings, and true cost benefits (ref. Section 5.2 Life Cycle Performance Measurement).

Service/Agency Organization	“as-is” Process	“as-is” Process Steps	“as-is” Process Steps Combined	“to-be” Process Steps Combined	Percentage Reduction Process Steps, Resources/Manpower.
Ft. Red White & Blue, Smallville, USA	Travel Order Preparation	22	35	10	71.4%
	Voucher	13			

**Figure 9. Example of Process Step Measurements**



## 7 BP FIELD SUPPORT

Updates to the Services and Agencies BP session products (business rules, workflow, local rules guide) may be required periodically. DTS will undergo changes throughout its lifecycle. The DTS traveler and the DTS DTA will be provided updated training as new DTS functionality is released. Any updates or follow-on implementation efforts will be coordinated through the Services and Agencies DTS leads. For information regarding HelpDesk procedures, operations, policy, and maintenance change management as part of the DTS user community, contact the DTS website [www.defensetravel.osd.mil](http://www.defensetravel.osd.mil).

**Note:** BP Working Groups are held on a regular basis at Program Management Office Defense Travel System 1745 Jefferson Davis Highway, Crystal Square 4, Suite 100, Arlington, VA and may be attended by any DTS Services and Agencies representatives as requested.



### 7.1 Longitudinal Follow-up

This concept involves the development of an approach to re-visit the DTS fielded sites post-implementation to conduct a re-assessment of improvement results, with the goal of identifying new DTS opportunities for improvement and long term benefits. The LCPM activities to date have been performed pre-implementation and were conducted as part of the initial DTS BP sessions. The LCPM efforts also involve a post DTS implementation element. The Services and Agencies may elect as a logical point to conduct any BP follow-up improvement opportunity studies at this time. It will be necessary for the Services and Agencies to evaluate the needs and value added for development of a BP plan for this type of follow-up effort and ensure this does not impact or “skew” the implementation measurement results of any on-going PMO-DTS LCPM activities.

### 7.2 PMO DTS Assistance

The PMO-DTS is available to conduct BP training of Services and Agencies personnel involved in the ongoing and future DTS fielding efforts. The PMO-DTS will provide any assistance necessary to prepare those fielding and operations personnel to plan and deliver a DTS BP

session. For more information contact Program Management Office Defense Travel System  
1745 Jefferson Davis Highway, Crystal Square 4, Suite 100, Arlington, VA, or call (703) 607-  
1498.

### Appendix A. (Business Process Rules Matrix)

Site Name:\_\_\_\_\_ Site Business Process Analysis POC:\_\_\_\_\_ Date:\_\_\_\_\_

POC Phone Number:\_\_\_\_\_

The site POC should provide this worksheet to each subject matter expert (SME) as identified below. Each SME should fill in the appropriate information in each of the columns related to how local business processes are conducted. This information must be compiled for the business process analysis meeting scheduled during the first month of the DTS on-site fielding activities. The site POC should also provide SME's with a copy of the Defense Travel System Business Rules Guide to serve as a guide in completing the worksheet. To facilitate completion of the worksheet, both documents should be provided to SMEs electronically. Direct questions to [pmodts@osd.pentagon.mil](mailto:pmodts@osd.pentagon.mil) or 703-607-1498, DSN 327-1498.

**Legend:** TO = Transportation Officer PER = Personnel Officer FSO = Financial Services Officer CTO = Commercial Travel Office

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
1	PER/CTO/ TO	After Hours Short Notice or Verbal Orders of the Commanding Officer (VOCO)				
2	FSO	Blanket Orders				
3	TO/CTO	Bus Travel				
4	CTO/TO	Cancellation Penalties and Fees				
5	TO/CTO	Confirmation and cancellation numbers				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
6	FSO	Coordination With Local Labor Relations Representatives				
7	CTO	CTO Emergency Procedures				
8	PER	Emergency Leave				
9	TO/CTO	Enroute Traveler Assistance				
10	FSO	Debt Management				
11	FSO	Excess Baggage				
12	TO/CTO	Foreign Flag Carriers				
13	PER	Formal Schools				
14	TO	General Flight Policies				
15	?	Government Lodging (i.e., billeting, government negotiated or contracted establishments)				
16	TO/CTO	Group Travel				
17	FSO/PER	House Hunting				
18	TO/CTO	Human Remains				
19	PER/TO	Invitational Travel Orders (ITO)				
20	FSO/PER	Leisure In Conjunction With Official				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
		Travel (LICWO) / Excess Travel Time				
21	CTO/TO	Low Cost Fares				
22	CTO/TO	Multiple Ticket Numbers				
23	PER	NATO Orders and Foreign Clearance Guide Requirements				
24	FSO	Non-appropriated Fund Non-Appropriated Fund Instrumentalities (NAFI) Personnel Travel				
25	FSO	Open Allotment Travel				
26	TO/PER	Patriot Express Permanent Change of Station (PCS) Travel				
27	TO	Patriot Express Temporary Duty (TDY) Travel				
28	FSO/TO	Payment for Patriot Express				
29	FSO	Payment of CBA				
30	FSO	Payment for GTR				
31	FSO	Payment for IBA				
32	FSO	Payment for PCS Dependent Accompanied				
33	FSO	Payment for PCS Dependent Unaccompanied				
34	FSO	Payment for PCS Member				
35	PER	Permanent Change of Station (PCS) to include Dependent Travel				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
		(Accompanied & Unaccompanied) and Medical Evacuation (MEDIVAC)				
36	FSO	Permissive TDY				
37	TO/CTO	Premium and First Class Travel				
38	PER	Prisoner Transport				
39	CTO	Rail Travel				
40	FSO	Curtailed Travel				
41	CTO	Rental Vehicles				
42	PER/TO	Short Notice or Verbal Orders of the Commanding Officer (VOCO)				
43	FSO	Support for Government Contractors				
44	CTO	Surge in Travel				
45	CTO	Ticket Delivery				
46	CTO	Ticketing				
47	PER	Travel of Reserve Component Members				
48	FSO	Travelers without a Government Charge Card				
50	CTO/TO	Unused Tickets				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
51		Other Requirement PMO needs to be aware of				
52		Other Requirement PMO needs to be aware of				
53		Other Requirement PMO needs to be aware of				
54		Other Requirement PMO needs to be aware of				

## Appendix B. Sample Travel Process

Below is an example of a current travel process before DTS implementation. The sample below shows only a travel order and voucher. In detail, please describe your organization's current travel process for travel order, voucher and local voucher. If your organization follows more than one travel process, depict each travel processes by activity/directorate. Each step in the process should include the type of form used, the role of the individual taking action and specific task.

### Travel Order Process

#### STEP A - Traveler:

- Receives instruction for travel from manager
- Contacts Commercial Travel Office (CTO) and makes arrangements
- CTO notifies when itinerary is available for viewing on the web.
- Prepares automated DD1610 (travel order) (TO) with destination, mode of transportation, estimated travel amounts, and dates (blocks 1-16)
- Submits automated TO for approvals based upon routing selected

#### STEP B - Approving Official:

- Verify entitlements
- Verify and note total travel expense
- Reviews document
- Signs Block 18 electronically based upon user ID
- Orders are then automatically routed to the appropriate Budget Analyst

#### STEP C - Budget Analyst:

- Electronically certifies funds availability and assigns the line of accounting (Block 19)

#### STEP D – Travel Office:

- Reviews TO for accuracy
- Assigns the travel order number (Block 22)
- Stamps Authorizing Official signature in Block 20
- Prints and holds approved orders for tickets and traveler.
- Automated process (WRAPS) commits, obligates, and expenses funds in accounting system

#### STEP E - CTO:

- Prints out a copy of approved TO, matches TO with travel arrangements by traveler.
- Sends tickets via courier to Travel Office.
- Travel is charged to Centrally Billed Account (CBA).

#### STEP F – Travel Office

- Receives tickets from CTO, matches with the approved orders.
- Notifies traveler to pick up tickets and orders.
- Distributes tickets and orders to traveler.



**STEP G - Traveler:**

- Traveler receives tickets, copy of orders, and proceeds on TDY.

## Travel Voucher Process

**STEP A - Traveler**

- Traveler forwards to approving official for signature
- Traveler prepares and signs travel settlement on DD1351-2 (Electronic version available)

**STEP B - Approving Official**

- Reviews voucher
- If voucher is approved, signs and returns to traveler
- If not approved, voucher is returned for adjustment and resubmission by traveler

**STEP C - Traveler**

- Settlement is faxed or mailed to DFAS-Rock Island
- DFAS-Rock Island processes settlement, computes amount due and issues payment to traveler's EFT account and/or government charge card account.
- Disbursement is posted to accounting system